

AD-A283 818



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1. AGENCY USE ONLY (Leave Blank)

2. REPORT DATE

June 1993

3. REPORT TYPE AND DATES COVERED

Final

4. TITLE AND SUBTITLE

General Unrestricted Line Officer Occupational Study

5. FUNDING NUMBERS

6. AUTHOR(S)

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7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)

Bureau of Naval Personnel Navy Occupational Development and  
Analysis Center Building 36 901 M St SE (WNY) Washington DC 203748. PERFORMING ORGANIZATION  
REPORT NUMBER

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)

Bureau of Naval Personnel Officer Plans and Career Management  
Division (PERS-21) Washington DC 20370-500010. SPONSORING/MONITORING  
AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

DTIC  
ELECTE  
S  
AUG 26 1994  
B  
D

12a. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

12b. DISTRIBUTION CODE

13. ABSTRACT (Maximum 200 words)

The purpose of the General Unrestricted Line (GenURL) community study was to collect, collate, and analyze information regarding utilization of GenURLs, leadership and subspecialty development, career progression, and training issues. The primary focus of this report is the occupational description and career issues pertinent to GenURLs. The survey was developed by NODAC and senior leadership from the GenURL community. The survey was mailed in August 1992 to a population of 2396 GenURL officers serving in billets worldwide. The majority of officers surveyed (54%, 1305) provided usable responses. These were tabulated by paygrade, gender, leadership position, and occupational support areas. The findings address the utilization of GenURLs, including the viability of managing the community in three operational support areas; leadership development; career progression; and training issues.

14. SUBJECT TERMS

Officer, Women Officer, Officer Career Path, General Unrestricted  
Line, GenURL, Training, Survey

15. NUMBER OF PAGES

65

16. PRICE CODE

17. SECURITY CLASSIFICATION  
OF REPORT

UNCLASSIFIED

18. SECURITY CLASSIFICATION  
OF THIS PAGE

UNCLASSIFIED

19. SECURITY CLASSIFICATION  
OF ABSTRACT

UNCLASSIFIED

20. LIMITATION OF  
ABSTRACT

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BUREAU OF NAVAL PERSONNEL  
NAVY OCCUPATIONAL DEVELOPMENT AND ANALYSIS CENTER

GENERAL  
UNRESTRICTED LINE  
OFFICER



OCCUPATIONAL STUDY  
JUNE 1993

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94 8 25 007

6686 94-27203  


### Acknowledgements

The contributors to this study were subject matter experts from the Bureau of Naval Personnel, ACNP for Military Personnel Policy and Career Progression; senior community leaders; and General Unrestricted Line officers throughout the Navy. The Navy Occupational Development and Analysis Center (NODAC) expresses its appreciation to these contributors for their help, advice, and support. In addition, the Center would like to recognize the following individuals:

Dr. Alain Hunter, Technical Director

Ms. Kathy Kuntz

Ms. Tammy Heppner

Ms. Jackie Redman

LCDR Daryce Moore

LCDR Cynthia Sweet

LT Leah Craig

These individuals were instrumental in the preparation of the General Unrestricted Line Officer Occupational Survey, the analysis of the survey data, and the preparation of this report.

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| DTIC TAB           | <input type="checkbox"/>            |
| Unannounced        | <input type="checkbox"/>            |
| Justification      |                                     |
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| Dist               | Avail and/or Special                |
| A-1                |                                     |

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## **Executive Summary**

### **Purpose**

The purpose of the General Unrestricted Line (GenURL) community study was to collect, collate, and analyze information regarding utilization of GenURLs, leadership and subspecialty development, career progression, and training issues. The primary focus of this report is the occupational description and career issues pertinent to GenURLs.

### **Methodology**

The survey was developed by NODAC and senior leadership from the GenURL community. The survey was mailed in August 1992 to a population of 2396 GenURL officers serving in billets worldwide. The majority of officers surveyed (54%, 1305) provided usable responses. These were tabulated by paygrade, gender, leadership position, and operational support areas.

### **Summary of Findings**

The findings addressed the utilization of GenURLs, including the viability of managing the community in three operational support areas; leadership development; career progression; and training issues. The findings were as follows:

1. GenURLs are occupationally described by a wide variety of jobs, the majority of which are administrative in nature. However, there were indications that their occupational scope may

be broadening given the existence of three viable career paths [Integrated Undersea Surveillance (IUSS), Space and Electronic Warfare (SEW), and Shore Station Management] based on these same operational support areas and the fact that approximately 10% of GenURLs were assigned to billets outside of their "defined" occupational scope.

2. Opportunity for, or acquired, leadership experience was not being accurately reflected by the leadership AQDs assigned to billets occupied by GenURLs.

3. Over half of the GenURLs who responded that they were Division Officers or Department Heads, 55% and 59% respectively, were in billets which did not meet the community's leadership billet evaluation criteria. The greatest deficiencies occurred due to the lack of personnel and divisions supervised and insufficient involvement with fiscal responsibilities.

4. Billets which offered both leadership and subspecialty experience were, at best, available to 20% of those officers already in leadership billets.

5. Overall, actual career progression appeared to support the current GenURL Officer Professional Development Path.

6. The Shore Station Management support area consisted of subgroupings of officers based on similarities in jobs and tasks performed. The focus of these subgroups: Education and Training, Manpower and Personnel, Recruiting, Shore Station Management, and Transportation Management, paralleled the current



primary categories of specialization within the GenURL community.

7. The majority of GenURLs from each paygrade perceived that there was a "small" to "some" extent of difference in the skills or leadership training required for fleet support and warfare (afloat) leadership billets.

8. GenURLs perceived that they were disadvantaged "some" to a "large" extent in leadership tours due to the lack of pipeline training.

9. Relative to SWOs, GenURLs performance of personnel counseling is similar, but they reported they were less adequately trained to perform the counseling.

### Conclusions

The occupational analysis of the GenURL community confirms that they, in fact, meet their mission by: (a) managing the fleet support establishment, and (b) providing the Navy with officers of proven leadership, shore management expertise, and subspecialty expertise. Some of the findings, however, illuminate those areas where improvements could be made that would benefit both the Navy and officers within the community.

The quality of GenURL leadership development for Division Officers and Department Heads appeared to be less than optimum primarily due to their lack of appropriate pipeline training and assignment in billets which did not meet the community's leadership criteria.

Dual purpose billets, those which offered combined leadership and subspecialty experience, were available to approximately 20% of officers reported to fill a leadership job. More accurate AQD coding of billets would greatly enhance the community's and the officer's ability to identify and appropriately fill these billets.

The professional development path, overall and within the three operational support areas, was validated. However, policy changes and continued downsizing may adversely affect the future validity of the SEW and IUSS career paths.

#### **Recommendations**

- Identify GenURL leadership billets and accurately assign AQD codes.
- Examine validity of leadership billet evaluation criteria given continued force downsizing.
- Enforce the mandatory LMET training policy for GenURLs.
- Develop initial pipeline training for GenURLs.
- Determine the feasibility of detailing GenURLs in Shore Station Management between only two primary areas and one or two subspecialty areas.

### **Purpose**

The purpose of the General Unrestricted Line (GenURL) community study was to collect, collate, and analyze information regarding utilization of GenURLs, leadership and subspecialty development, career progression, and training issues. The study also provided a basis for comparing GenURL and non-GenURL utilization and job task performance in 1000 and 1050 coded billets. The primary focus of this first report is the occupational description and career issues of the GenURL community.

### **Background**

The GenURL community study was created in response to a December 1991 tasking, attached at Appendix A, from the Bureau of Naval Personnel, Officer Plans and Career Management Division (Pers-21). The primary objectives of the study were to identify actual command utilization of GenURLs, identify/verify leadership experience in leadership-coded and subspecialty utilization billets, determine perceptions regarding the need for leadership/pipeline training, and validate current career progression within the three current support areas or identify alternative subgroupings within the community. The findings of the study were expected to provide an insight into the current utilization of GenURLs and how effective this utilization is in supporting the community's mission.

## **Glossary**

The following definitions and abbreviations may be useful in understanding the remainder of this report.

**AQD - Additional Qualification Designation**

**Career path -** The series of jobs held over the course of a career

**Career progression -** Infers that the chosen career path will provide the officer an appropriate mix of jobs to prepare for positions of increasing responsibility thereby increasing promotion potential

**IUSS - Integrated Undersea Surveillance**

**Leadership AQD code -** AQD codes used to identify the specific leadership position and paygrade requirement associated with a billet

**Leadership position -** The leadership role of the officer in a billet, (e.g., Division Officer, Department Head)

**N -** Number of eligible members of the population

**n -** Number of respondents to the survey or specific survey question

**Proven subspecialist -** An officer who is board selected to receive a Q or R subspecialty code based on education and experience or multiple experience tours in their subspecialty

**SEW - Space and Electronic Warfare**

**Subspecialist -** An officer who, after formal education or experience in a subspecialty area, has been determined to have

sufficient knowledge in that subspecialty. These officers are respectively assigned a P or S subspecialty code.

### Methodology

The study data were gathered using personal interviews and a voluntary, mail survey instrument. The survey instrument was composed of several sections including billet information, demographics, job task inventory, primary job information, and special interest issues. NODAC developed the survey instrument using fleet observations and interviews, input from a variety of community representatives, and references which outlined GenURL career paths, leadership criteria, and subspecialty requirements. The survey was also reviewed by representatives from the community's senior leadership. The range of occupational tasks in the inventory covered those jobs currently filled by GenURLs and included the balance of those 1000 and 1050 coded billets ashore.<sup>1</sup>

### Survey Population and Data Collection

In June 1992, the eligible GenURL officer population (N=2396) was identified. That population consisted of officers with designators 1100, 1105, and 1107. All GenURL officers were

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<sup>1</sup> Extending the range of job tasks in this manner provided a means of comparing the overall assignment and utilization of GenURLs versus non-GenURLs in 1000 and 1050 coded billets which are being used in a future study.

surveyed with the following exceptions: (a) officers identified as transients, prisoners, patients, or holdees, (b) students, (c) Selected Reservists (SELRES), (d) nuclear power instructors (NOBC 7273), and (e) Naval Academy coaches (NOBC 3274).

These exceptions were made in order to limit the occupational data to individuals with career potential and those working in valid billets.

Survey administration was conducted from 27 August 1992 until 22 January 1993. The respondents (n=1305) constituted 54% of the eligible population. Table 1 displays the eligible population distribution by gender and paygrade.

**Table 1**

**Distribution of Eligible Population by Gender and Paygrade**

| GENDER    | PAYGRADE |      |      |      |      |     | Total | Percent |
|-----------|----------|------|------|------|------|-----|-------|---------|
|           | O-1      | O-2  | O-3  | O-4  | O-5  | O-6 |       |         |
| Female    | 165      | 278  | 741  | 709  | 282  | 42  | 2217  | 92.5    |
| Male      | 10       | 25   | 93   | 32   | 12   | 7   | 179   | 7.5     |
| Total (N) | 175      | 303  | 834  | 741  | 294  | 49  | 2396  | 100.0   |
| Percent   | 7.3      | 12.6 | 34.8 | 31.0 | 12.3 | 2.0 | 100.0 |         |

Table 2 displays the distribution of survey respondents by gender and paygrade. For statistical purposes, the desired 50% response rate was exceeded overall and within each paygrade. Additionally, the distribution of the survey respondents was highly comparable to that of the eligible population. Therefore,

at the time of the survey, the survey data were perceived to be representative of the population, and accurately described the population overall, by paygrade, and gender.

**Table 2**

**Distribution of Respondents by Gender and Paygrade**

| GENDER    | PAYGRADE |      |      |      |      |     | Total | Percent |
|-----------|----------|------|------|------|------|-----|-------|---------|
|           | O-1      | O-2  | O-3  | O-4  | O-5  | O-6 |       |         |
| Female    | 97       | 144  | 409  | 394  | 138  | 24  | 1206  | 92.4    |
| Male      | 5        | 15   | 53   | 18   | 5    | 3   | 99    | 7.6     |
| Total (n) | 102      | 159  | 462  | 412  | 143  | 27  | 1305  | 100.0   |
| Percent   | 7.8      | 12.2 | 35.4 | 31.6 | 10.9 | 2.1 | 100.0 |         |

**Limitations**

The findings reported are not to be generalized to all GenURL officers by cited paygrades, gender, or support areas unless specifically stated. The data reported were based on survey responses.

**Survey Analysis**

The data were coded, stored on computerized data tape, processed, and analyzed using the Comprehensive Occupational Data Analysis Packages (CODAP) and the Statistical Package for the Social Sciences (SPSSx). CODAP was used primarily to determine appropriate groupings of GenURL personnel based on occupational task performance and the amount of time spent on those tasks.

Frequency analysis, using SPSSx, was conducted on all responses, and when indicated, further analysis was undertaken to compare answers with various background demographics. The data were analyzed by paygrade, gender, leadership position, and support area.

### Findings

The analysis of data and presentation of findings are organized in accordance with the four primary study objectives: (a) to identify actual command utilization of 110Xs, (b) to identify/verify leadership experience in leadership-coded billets and subspecialty utilization billets, (c) to validate current career progression overall, within the three career paths, or identify alternative GenURL subgroups, and (d) to determine perceptions regarding the need for leadership/pipeline training.

### Utilization of GenURLs

The GenURL community consists of naval officers with designators 1100, 1105, and 1107. By definition, officers with these designators are "not qualified in any warfare specialty or in training for any warfare specialty."<sup>2</sup> Additionally, only 1000 coded billets are defined as "fillable" by officers who are non-warfare qualified or are specialists in other fields.<sup>3</sup> From

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<sup>2</sup>Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 15839H, Volume 1, page I-A-5.

<sup>3</sup>Ibid.



the distribution of GenURLs by billet designator codes, Table 3, it was apparent that more than 10% of the community was assigned to billets which extended GenURLs beyond their "defined" occupational scope.

Table 3

Distribution of GenURLs by Designator and Billet Designator Code

| DESIGNATOR | BILLET DESIGNATOR CODE |              |                 |                 | TOTAL<br>n(%) |
|------------|------------------------|--------------|-----------------|-----------------|---------------|
|            | 1000<br>n(%)           | 1050<br>n(%) | 'OTHER'<br>n(%) | 'BLANK'<br>n(%) |               |
| 1100       | 1528 (75)              | 36 (2)       | 153 (7)         | 332 (16)        | 2049 (75)     |
| 1105       | 451 (82)               | 9 (2)        | 23 (4)          | 69 (12)         | 552 (20)      |
| 1107       | 36 (29)                | 48 (38)      | 22 (17)         | 20 (16)         | 126 (5)       |
| TOTAL (%)  | 2015 (75)              | 93 (3)       | 198 (7)         | 421 (15)        | 2727 (100)    |

**Note.** 'Blank' billet designator codes occur when individuals are not in a valid billet (e.g., student, excess, or medical hold).

**Source:** Manpower and Personnel Training Information System (MAPTIS), January 1993.

GenURL Occupations

There were two possible methods of determining command utilization of GenURLs: (a) as assigned to a command by Navy Officer Billet Classification (NOBC) code, or (b) as self-identified by the officer. The survey was designed to provide for both methods based on previous experiences with suspect NOBC data. Respondents identified their job title from a list of NOBC-derived job titles and separately indicated their assigned NOBC using command documents (OPNAV 1000/2 or ODCR). With the

exception of leadership (such as CO, XO, OIC, and Department Head) and recruiting jobs, there was a 60-70% chance that the job being performed was not the job indicated by the assigned NOBC. Therefore, the occupational descriptions were based on the job titles indicated by survey respondents.

Table 4

Most Frequently Reported Job Titles

| JOB TITLE                                     | n   | PERCENT |
|---|-----|---------|
| Administrative Officer                        | 110 | 8.4     |
| Executive Officer                             | 95  | 7.3     |
| Officer in Charge                             | 82  | 6.3     |
| Commander/CO, Shore Activity                  | 72  | 5.5     |
| Assistant Administrative Officer              | 42  | 3.2     |
| Legal Officer                                 | 34  | 2.6     |
| Procurement & Recruiting Officer              | 27  | 2.1     |
| Family Service Center Director                | 26  | 2.0     |
| Personnel/Manpower Management Officer         | 26  | 2.0     |
| Communications Officer                        | 25  | 1.9     |
| Education/Training Plans and Programs Officer | 24  | 1.8     |
| Public Affairs Officer                        | 24  | 1.8     |
| Training Officer                              | 23  | 1.8     |
| Academic Instructor                           | 22  | 1.7     |
| Ocean Systems Watch Officer                   | 19  | 1.4     |
| Budget Officer                                | 19  | 1.4     |
| ADP Systems Director                          | 18  | 1.4     |
| Manpower Planning Officer                     | 17  | 1.3     |
| Law Enforcement & Security Officer            | 16  | 1.2     |
| School Administrator                          | 14  | 1.1     |
| Total   | 735 | 56.3    |

Overall, GenURLs are occupationally described by a multitude of jobs; the 1305 survey respondents reported 156 different job titles ranging from Administrative Officer to First Lieutenant Afloat. Table 4 lists the 20 most frequently reported jobs which describe over 50% of the community. When analyzed by paygrades,

the list changed and a more definitive view of career progression materialized. Table 5 displays the job titles most frequently reported by paygrades O-1 to O-5. These job titles occupationally describe at least 50% of each paygrade. The range of jobs increased directly with paygrade until LT where LTs displayed the most variety, or greatest range of jobs. Above LT, the range of jobs decreased with paygrade. While there were almost as many LCDRs as Lts, proportionately, the LCDRs served in a smaller variety of jobs.

With the exception of operational jobs such as Ocean Systems Watch, Intelligence, and Communications, the junior paygrades

Table 5

Most Frequently Held GenURL Job Titles, Paygrades O-1 to O-5

| O-1<br>n=82     | O-2<br>n=154    | O-3<br>n=444 | O-4<br>n=400    | O-5<br>n=137   |
|-----------------|-----------------|--------------|-----------------|----------------|
| Legal           | Admin           | Admin        | XO              | CDR/CO         |
| Asst Admin      | Asst Admin      | OIC          | OIC             | XO             |
| Ocean Sys Watch | PAO             | Asst Admin   | CDR/CO          | Admin          |
| PAO             | Ocean Sys Watch | Training     | Admin           | Staff C&C      |
| Training        | Legal           | XO           | Pers/Mrpwr      | Staff Plans    |
| Admin           | Comm            | Recruiting   | Recruiting      | FSC Dir        |
| OIC             | INTEL           | FSC Dir      | Mrpwr Plans/Poi | Pers/Mrpwr     |
| Comm            | OPS INTEL       | MEPS         | ED/Train        | Mrpwr Planning |
| SEC/BOG         | OPS Watch       | Instructors  | ADP Sys Dir     |                |
|                 | Budget          | Comm         | FSC Dir         |                |
|                 |                 | CDR/CO       |                 |                |
|                 |                 | ED/Train     |                 |                |
|                 |                 | Computer Sys |                 |                |
|                 |                 | Budget       |                 |                |
|                 |                 | Legal        |                 |                |

Note. Job titles are listed in order of descending frequency and represent at least 50% of each paygrade.

appear to focus mainly on providing command administrative support. Substantial leadership jobs such as XO, OIC, and Family Service Center (FSC) Director, are more predominant among the mid-level and senior paygrades. These mid-level and senior paygrade jobs were comparable to the command administrative support jobs filled by the junior paygrades.

### Job Task Analysis

The survey task data were divided by paygrade and examined by the Percent of Members Performing (PMP) each task. Two points of reference, 20 PMP and 40 PMP, were used to determine the importance of tasks performed.<sup>4</sup> Task performance was examined for the community in general and by two groups defined by paygrades O-1 to O-3 and O-4 to O-6. Table 6 indicates the functional areas (job groups) and numbers of tasks performed by at least 20% of the community. The largest areas of task performance were consistent with the most frequently reported job titles.

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<sup>4</sup>Tasks performed by 20% or more of the sailors serving in an enlisted rating are candidates to become Occupational Standards (OCCSTDs) according to the Navy Occupational Development and Analysis Center (NODAC). OCCSTDs form the basis for developing training curriculum, Personnel Advancement Requirements (PARs), and advancement examinations.

Table 6

GenURL Task Performance by Functional Area and Percent Members Performing (PMP)

| FUNCTIONAL AREA         | No. Tasks<br>20 PMP | No. Tasks<br>40 PMP |
|-------------------------|---------------------|---------------------|
| SUPPLY/FISCAL/LOGISTICS | 17                  | 1                   |
| GENERAL ADMINISTRATION  | 25                  | 17                  |
| PERSONNEL/MANPOWER      | 26                  | 3                   |
| EDUCATION/TRAINING      | 8                   | 0                   |
| SECURITY/LEGAL          | 10                  | 0                   |
| FACILITIES              | 1                   | 0                   |
| COMMUNICATIONS/ADP      | 2                   | 1                   |
| STAFF                   | 5                   | 0                   |
| LEADERSHIP              | 17                  | 17                  |
| TOTAL                   | 101                 | 39                  |

Appendix B provides the list of tasks performed by at least 20% of the GenURL community and indicates which of those tasks are performed by 40% or more. The differentiation between 20 and 40 PMP is made to emphasize those tasks which were performed by most of the community. Obviously, the tasks performed by the greatest proportion of the community should receive the greatest amount of focus in the development of any generalized training curriculum. Appendices C and D provide similar task lists for the junior and senior level paygrade groups.

Operational Support Areas

Currently, the community is subdivided into three operational support areas: (a) IUSS, (b) SEW, and (c) Shore Station Management. The survey data reflected the first attempt to quantify the people, jobs, and tasks associated with these support areas. Table 7 and Figure 1 illustrate the approximate

proportion of each community support area and their proportionate divisions by gender and paygrade.

7

Distribution of GenURLs in Operational Support Areas by Gender

| SUPPORT AREA       | PERCENT BY GENDER |                    | PERCENT<br>(n=1260) |
|--------------------|-------------------|--------------------|---------------------|
|                    | MALE<br>(n=88)    | FEMALE<br>(n=1172) |                     |
| IUSS               | 8.6               | 91.4               | 7.4                 |
| SEW                | 11.0              | 89.0               | 12.9                |
| Shore Station Mgmt | 6.2               | 93.8               | 79.7                |
| OVERALL PERCENT    | 7.0               | 93.0               | 100.0               |

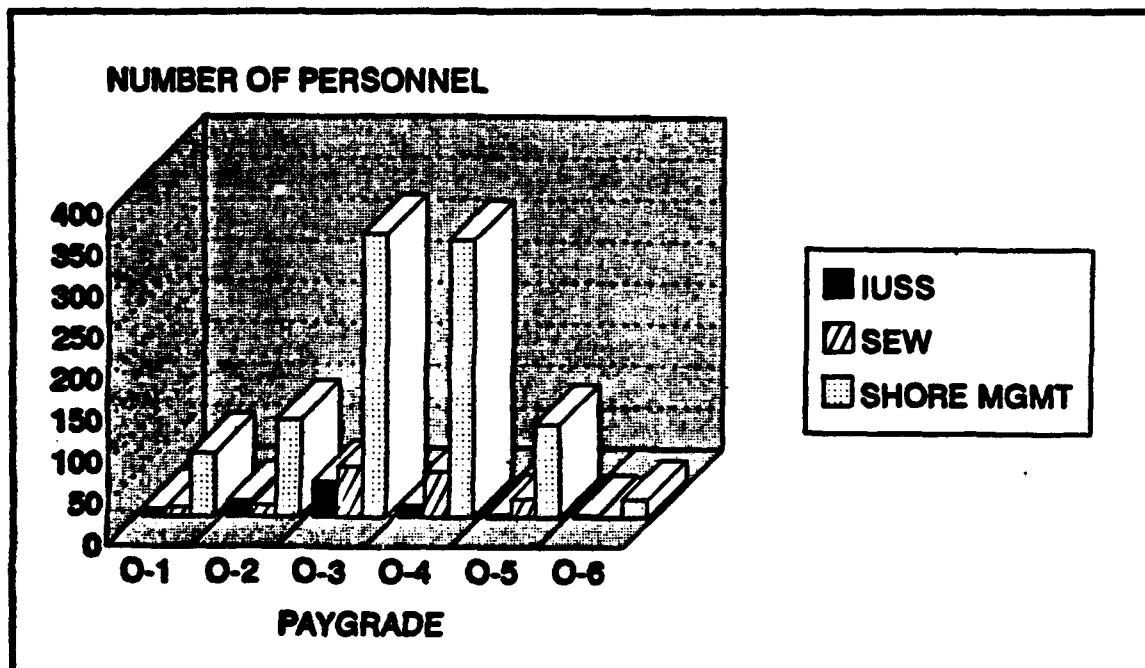


Figure 1. Distribution of the IUSS, SEW, and Shore Station Management Operational Support Areas by Paygrade.

Tables 8 through 10 indicate the relatively unique focus of each of these support areas by differences in their Job Titles and Functional Area Task Performance. Continuity with the overall GenURL community is evidenced by their similarities in jobs assigned, predominant task functional areas, and the relative percent of time spent on tasks in those functional areas.

Table 8a

Primary Job Titles of the IUSS Community

| JOB TITLES                       | PERCENT (n=103) |
|----------------------------------|-----------------|
| Ocean Systems Watch Officer      | 20.4            |
| Ocean Systems Operations Officer | 10.8            |
| Executive Officer                | 6.5             |
| Operations Watch Officer         | 6.5             |
| Administrative Officer           | 5.4             |
| Officer In Charge                | 4.3             |

Table 8b

Functional Area Task Performance in the IUSS Community

| FUNCTIONAL AREA          | PERCENT TIME SPENT |
|--------------------------|--------------------|
| Leadership               | 21.8               |
| General Administration   | 18.3               |
| Naval Operations         | 15.3               |
| Personnel/Manpower       | 7.9                |
| Science/Research/Testing | 6.3                |

**Note.** Performance of tasks in Naval Operations was much greater compared to SEW and Shore Station Management officers.

Table 9a

Primary Job Titles of the SEW Community

| JOB TITLES               | PERCENT (n=204) |
|--------------------------|-----------------|
| Communications Officer   | 10.1            |
| Executive Officer        | 8.2             |
| ADP Systems Director     | 7.0             |
| Officer In Charge        | 6.3             |
| Staff Command & Control  | 5.7             |
| ADP Plans Officer        | 5.1             |
| Computer Systems Analyst | 4.4             |
| Staff Communications     | 4.4             |

Table 9b

Functional Area Task Performance in the SEW Community

| FUNCTIONAL AREA         | PERCENT TIME SPENT |
|-------------------------|--------------------|
| General Administration  | 20.5               |
| Leadership              | 19.6               |
| Communications/ADP      | 19.4               |
| Personnel/Manpower      | 7.1                |
| Supply/Fiscal/Logistics | 6.2                |
| Staff                   | 6.2                |

**Note.** SEW officers indicated much greater involvement in performing Communications/ADP tasks than IUSS and Shore Station Management officers.

Table 10a

Primary Job Titles of the Shore Station Management Community

| JOB TITLES                   | PERCENT (n=1151) |
|------------------------------|------------------|
| Administrative Officer       | 10.6             |
| Executive Officer            | 7.8              |
| Officer in Charge            | 7.0              |
| Commander/Commanding Officer | 6.7              |
| Asst. Administrative Officer | 3.9              |



Table 10b

Functional Area Task Performance in the Shore Station Management Community

| FUNCTIONAL AREA TASK PERFORMANCE | PERCENT TIME SPENT |
|----------------------------------|--------------------|
| General Administration           | 26.4               |
| Leadership                       | 24.7               |
| Personnel/Manpower               | 14.9               |
| Supply/Fiscal/Logistics          | 8.0                |
| Security/Legal                   | 6.1                |

It is important to note that each of these support areas were considered to have separate but parallel career paths. Unique job titles and subspecialty areas were their distinguishing characteristics.

The Shore Station Management area had the greatest diversity of jobs and subspecialties giving its members the greatest amount of flexibility with regard to job assignments. In addition, smaller subdivisions were evidenced within the tasks performed. These areas, Education and Training, Manpower and Personnel, Recruiting, Shore Station Management, and Transportation Management, paralleled the current primary categories of specialization within the GenURL community.

Leadership Development

One of the primary study objectives was to examine leadership among GenURLs, specifically to determine whether they were being assigned to billets which provide them with adequate leadership development. These leadership billets can be

identified by their assigned Additional Qualification Designation (AQD) codes. Similar to the mismatch between an officer's NOBC and their "real" job, the data revealed that leadership AQD codes as assigned to a billet did not consistently reflect the actual leadership position for a given officer. Survey respondents

**Table 11**  
**Distribution of Leadership Positions**

| POSITION               | n    | PERCENT |
|------------------------|------|---------|
| Commanding Officer     | 85   | 6.7     |
| Executive Officer      | 96   | 7.5     |
| Officer in Charge (XO) | 16   | 1.3     |
| Officer in Charge (DH) | 75   | 5.9     |
| Department Head        | 310  | 24.3    |
| Division Officer       | 303  | 23.8    |
| OTHER                  | 389  | 30.5    |
| Total                  | 1274 | 100.0   |

**Note.** OTHER was indicated when the respondent was not in one of the listed leadership positions.

**Note.** XO and DH indicate Officer in Charge positions that are equivalent, respectively, to an Executive Officer or Department Head position.

were asked to indicate their assigned leadership position in order to make a comparison between "real" and potential leadership experience as reflected by leadership AQD codes.

Table 11 displays the overall frequency of GenURLs in leadership positions. Table 12 provides an expanded view of the same respondent group and displays the opportunity for a given type of leadership experience within each paygrade.

Table 12

Distribution of GenURLs in Leadership Positions by Percent in Paygrade

| LEADERSHIP POSITION    | PAYGRADE |       |       |       |       |       |
|------------------------|----------|-------|-------|-------|-------|-------|
|                        | 0-1      | 0-2   | 0-3   | 0-4   | 0-5   | 0-6   |
| Commanding Officer     |          |       | 2.0   | 8.7   | 21.3  | 44.0  |
| Executive Officer      |          | 0.6   | 2.0   | 16.1  | 13.5  | 8.0   |
| Officer in Charge (XO) |          |       |       | 4.0   |       |       |
| Officer in Charge (DH) |          | 1.3   | 10.2  | 6.4   | 0.7   |       |
| Department Head        | 6.0      | 10.8  | 34.7  | 24.8  | 19.1  | 16.0  |
| Division Officer       | 70.0     | 58.6  | 22.0  | 8.7   | 5.0   | 4.0   |
| OTHER                  | 24.0     | 28.6  | 28.9  | 31.3  | 40.4  | 28.0  |
| Total                  | 100.0    | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

While adequate opportunity for leadership experience is important, the quality of the tour is critical to leadership development and future career opportunities. Verification of the quality of a leadership experience focused on respondents who reported themselves as Division Officers and Department Heads. Those individuals' responses to survey questions about their responsibilities for personnel, equipment, and budget were then matched against current GenURL community leadership billet evaluation criteria.<sup>5</sup> GenURLs who meet these criteria and have sufficient length of experience are given credit, via a personal AQD code, for successful completion of that leadership experience tour. Leadership AQD deficiencies minimize opportunities for increased leadership responsibilities and ultimately promotion potential.

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<sup>5</sup>The source for the GenURL leadership billet evaluation criteria was the Bureau of Naval Personnel (Pers-211G) briefing for senior GenURLs and GenURL mentors, January 1992.

Table 13

Comparison of Division Officer Responsibilities vs. Leadership Criteria

| CRITERIA                          | DEFICIENCIES |      |
|-----------------------------------|--------------|------|
|                                   | n            | %    |
| Supervise at least five personnel | 24           | 7.9  |
| Input to evaluations              | 1            | 0.3  |
| Input to budget/equipment         | 113          | 36.1 |
| All                               | 29           | 9.6  |
| Total                             | 167          | 55.1 |

Table 14

Comparison of Department Head Responsibilities vs. Leadership Criteria

| CRITERIA                            | DEFICIENCIES |      |
|-------------------------------------|--------------|------|
|                                     | n            | %    |
| Supervise at least 15 personnel     | 120          | 31.2 |
| Report to CO/XO equivalent          | 87           | 22.6 |
| Supervise two divisions or more     | 100          | 25.9 |
| Input to evaluations/FITREPS        | 1            | 0.2  |
| Responsibility for budget/equipment | 72           | 18.7 |
| Total                               | 218          | 56.5 |

**Note.** Totals(n) do not equal column sums due to multiple criteria deficiencies.

Tables 13 and 14 list the criteria for Division Officers and Department Heads as well as the number and proportion of officers who were deficient in each of the criteria. Only 45% of Division Officers and 44% of Department Heads met the exact GenURL leadership criteria. Insufficient involvement in the area of budgets was a critical deficiency among both Division Officers

and Department Heads. The greatest deficiency for Department Heads was the small number of personnel and divisions supervised. The data also reflected that only 9% of Division Officers and 8% of Department Heads were in billets with leadership AQD codes.

#### Dual Leadership/Subspecialty Positions

Identifying the availability of billets which would provide officers with an opportunity to gain leadership experience concurrent with subspecialty development was also important to this study. Respondents in a leadership position whose billet also required or provided the training for a subspecialty were examined.

**Table 15**

#### Distribution of Leadership/Subspecialty Billets

| LEADERSHIP POSITION | n   | PERCENT |
|---------------------|-----|---------|
| Division Officer    | 67  | 24.6    |
| Department Head     | 96  | 35.3    |
| Executive Officer   | 88  | 32.4    |
| Commanding Officer  | 21  | 7.7     |
| Total               | 272 | 100.0   |

**Note.** Figures for XO and Department Head equivalent Officer in Charge billets are included.

Of those GenURL officers in leadership jobs, 21% were also in billets which required or produced a subspecialist. The distribution of those dual opportunity billets is displayed in Table 15. The majority, 64%, of these billets appeared to be

filled by officers with some, but not necessarily the required, subspecialty code. The reliability of this analysis is questionable given that billet subspecialty requirement codes are linked to the assigned billet NOBC. Therefore, the results displayed in Table 15 may overestimate the actual number of billets which offered a dual purpose tour.

### Career Progression

The professional development path for GenURL officers<sup>6</sup>, Table 16, displays the primary milestones which GenURLs need to accomplish for appropriate career progression and optimum promotion opportunity. The data, based on the respondents' years of commissioned service (YCS), were recoded into four career groups: Basic (0-9 YCS), Mid Grade (10-14 YCS), Senior-A (15-20 YCS), and Senior-B (over 20 YCS). An occupational description of each group was then developed in order to compare current real time career progression to the ideal.

The "Basic" group was comprised of approximately 50% of the total GenURL community. With regard to their primary career milestones, 24% were in a Division Officer tour, 38% in Department Head (or equivalent) tours, and 26% were in OTHER, non-leadership, tours. The non-leadership tours were surmised to consist primarily of graduate education "payback" or subspecialty experience tours because the majority of these respondents had

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<sup>6</sup>1990 Career Guide for Naval Officers, page 13.

subspecialty codes. Other important findings about this group included: 35% were already subspecialists, most frequently in

Table 16

General Unrestricted Line Officer Professional Development Path

| YCS  |    |  |
|------|----|--|
| CAPT | 24 |  |
|      | 22 | COMMAND AND PROVEN SUBSPEC             |
| CDR  | 20 | 2-3 TOURS                              |
|      | 18 | 2-3 TOURS                              |
|      | 16 |  |
|      | 14 | MID GRADE LDRSHIP/ SUBSPEC DEVELOPMENT |
| LCDR | 12 | 2-3 TOURS                              |
|      | 10 |  |
| LT   | 8  |  |
|      | 6  | BASIC LDRSHIP/ SUBSPEC DEVELOPMENT     |
| LTJG | 4  | 3-5 TOURS                              |
|      | 2  |  |
| ENS  | 0  |  |

## NOTES:

- OFFICER WILL ATTEND TWO PROFESSIONAL MILITARY EDUCATION (PME) INSTITUTIONS (INTERMEDIATE AND SENIOR COURSES) WHENEVER POSSIBLE.
- COMPLETION OF ONE JOINT TOUR IS REQUIRED FOR PROMOTION TO FLAG RANK (WAIVER PROVISION IS AVAILABLE (AW TITLE IV))

## 3. SERVICE STAFFS (TYPICAL):

-OPNAV  
-NAVPC  
-TYCOM  
-FLEET  
-TRAINING CMD

JOINT STAFFS (TYPICAL):  
-THE JOINT STAFF  
-DEFENSE AGENCIES  
-UNIFIED COMMANDS  
-OSD  
-ALLIED

Antisubmarine Warfare (0044S); and 12.4% had dual subspecialties. Another 20% were in billets with primary or secondary leadership-AQD codes and only 1.2% had attended Shore Station Management training.

The "Mid Grade" group was comprised of 29% of the community. While one of the milestones for this group was XO tour, only 20% of the group was in an XO or equivalent OIC tour. Of the remainder, 34% were in a Department Head or equivalent OIC tour; 26% were in OTHER, non-leadership, tours. These officers were assumed to be working as, or toward becoming proven subspecialists. It appeared that the bulk of leadership experience consisted of more lower level experience than desired since only 30% of the group (those in XO or CO tours) actually met that primary milestone. With regard to the other primary milestone, approximately 24% were designated as proven subspecialists and an additional 41% were subspecialists with an S (20%), P (21%), or G (3.2%) code; and overall, 27.6% had dual subspecialties.

The "Senior-A" group consisted of 17.6% of the GenURL community; 42.5% LCDRs, 55.7% CDRs, and 1.4% CAPTs. For purposes of professional development, the career milestones applied primarily to CDRs and CAPTs. Table 17 displays the distribution of leadership positions for CDRs. It appears that these officers had a much higher opportunity for accomplishing the career milestones of subspecialty utilization or joint specialist designation (approximately 42.3%) compared to attaining a



Commander Command tour (approximately 21%). Overall, findings for the "Senior-A" group included: only 5.3% had attended Shore Station Management training, 24% were in billets which required a subspecialist while 21% were in billets which required a proven subspecialist, 57% were designated proven subspecialists, and approximately 39% held dual subspecialties.

**Table 17**

Leadership Position Distribution of GenURLs (Paygrade O-5) with 15 to 20 YCS

| LEADERSHIP POSITION | n   | PERCENT |
|---------------------|-----|---------|
| Commanding Officer  | 26  | 21.1    |
| Executive Officer   | 14  | 11.4    |
| Department Head     | 25  | 20.3    |
| Division Officer    | 6   | 4.9     |
| OTHER               | 52  | 42.3    |
| Total               | 123 | 100.0   |

Only 3% of the GenURL community fell into the "Senior-B" group. The leadership position distribution for these officers, displayed at Table 18, indicates that at any given time 32% were in a position to reach their career milestone of Major Shore Command. Of the remainder, 39% were in more junior leadership positions while 29% appeared to fill non-leadership or staff/subspecialist positions. Almost 60% of this group were proven subspecialists and 51% held dual subspecialties. Only 10 officers (27%) had attended Shore Station Management training.

Table 18

Leadership Position Distribution of GenURLs (Paygrades O-5 and O-6) with over 20 YCS

| LEADERSHIP POSITION | PAYGRADE |          | TOTAL | PERCENT |
|---------------------|----------|----------|-------|---------|
|                     | O-5<br>n | O-6<br>n |       |         |
| Commanding Officer  | 2        | 8        | 10    | 32.3    |
| Executive Officer   | 2        | 2        | 4     | 12.9    |
| Department Head/OIC | 2        | 4        | 6     | 19.4    |
| Division Officer    | 1        | 1        | 2     | 6.4     |
| OTHER               | 2        | 7        | 9     | 29.0    |
| Total               | 9        | 22       | 31    | 100.0   |

Overall, it appeared that primary career milestones were attainable by most officers given the length of time and the range of tours allotted to each career level. However, the data seem to suggest decreasing opportunity for officers to tour in the "right place at the right time". This finding is consistent with the Navy's manpower pyramid-type scheme for promotion. These overall results were also consistent for officers when examined within each of the three GenURL career paths (IUSS, SEW, and Shore Station Management).

Training Issues

The ultimate objective of any occupational study is to determine not only the job tasks of the study group but to determine what training is necessary for those individuals to best accomplish their assigned tasks. All other Unrestricted Line Officers have established initial pipeline training. GenURL officers in the IUSS and SEW fields have established initial

pipeline training; Shore Station Management officers do not. Therefore, both perceived and real training needs of the GenURL community were examined.

The survey asked two questions regarding GenURLs' perception of training needs: "To what extent do fleet support leadership billets require skills/training which differ from that for warfare (afloat) leadership billets?" and "To what extent does the absence of pipeline training, available in other URL communities, disadvantage GenURLs when assigned to leadership tours?" Tables 19 and 20, respectively, give the responses to each of these questions. The high percentage of "I don't know"

**Table 19**

**GenURL Perceptions of Differing Training Needs**

| <b>RESPONSE</b>   | <b>PERCENT</b> |
|-------------------|----------------|
| Not at all        | 9.6            |
| To a small extent | 14.0           |
| To some extent    | 28.8           |
| To a large extent | 16.6           |
| I don't know      | 31.0           |
| <b>Total</b>      | <b>100.0</b>   |

responses to the perceived difference in training needs, Table 19, may reflect lack of knowledge of warfare leadership jobs. Across all paygrades, GenURLs perceived there was "small" to "some" extent of difference in required skills or leadership training.

Table 20

GenURL Perceptions on Lack of Pipeline Training

| RESPONSE          | PERCENT |
|-------------------|---------|
| Not at all        | 5.7     |
| To a small extent | 12.7    |
| To some extent    | 32.1    |
| To a large extent | 37.5    |
| I don't know      | 12.0    |
| Total             | 100.0   |

The responses displayed in Table 20 clearly show that the majority of GenURLs perceived that they were disadvantaged from "some" to a "large" extent in leadership tours due to the lack of pipeline training. This perception may be explained by the fact that very few GenURLs attended Leadership/Management Education Training (LMET) prior to the rank of Lieutenant. Although it is required training, overall, only 53% of GenURLs reported attending LMET at all.

The survey also asked for information regarding leadership preparation. Using a 5-point scale where: 1=Not at all, 2=poorly, 3=adequately, 4=well, 5=very well; respondents were asked to indicate how well they were prepared to perform in certain areas of naval leadership in their current jobs. The results are displayed in Table 21.

Table 21

**GenURL Perceptions of the Extent of Leadership Preparation by Paygrade**

| LEADERSHIP DIMENSION              | PAYGRADE |     |     |     |     |     |
|-----------------------------------|----------|-----|-----|-----|-----|-----|
|                                   | 0-1      | 0-2 | 0-3 | 0-4 | 0-5 | 0-6 |
| COMMUNICATION                     | 3.9      | 3.9 | 4.3 | 4.4 | 4.5 | 4.8 |
| PLANNING/ORGANIZING               | 3.8      | 3.8 | 4.0 | 4.1 | 4.3 | 4.5 |
| MAINTAINING PERFORMANCE STANDARDS | 3.8      | 3.9 | 4.1 | 4.3 | 4.4 | 4.7 |
| TRAINING/DEVELOPMENT              | 3.5      | 3.5 | 3.8 | 4.0 | 4.2 | 4.5 |
| BUILDING 'ESPRIT DE CORPS'        | 3.7      | 3.7 | 3.9 | 4.0 | 4.2 | 4.8 |
| PROBLEM SOLVING                   | 3.7      | 3.8 | 4.0 | 4.1 | 4.2 | 4.6 |
| ADVISING & COUNSELING             | 3.8      | 3.8 | 4.1 | 4.3 | 4.3 | 4.8 |
| DECISION-MAKING                   | 3.8      | 3.9 | 4.1 | 4.3 | 4.4 | 4.8 |
| SKILLFUL USE OF INFLUENCE         | 3.6      | 3.6 | 3.8 | 4.1 | 4.2 | 4.7 |
| RELATIONSHIPS                     | 4.0      | 4.0 | 4.0 | 4.2 | 4.4 | 4.8 |
| MANAGING BUDGET/FISCAL RESOURCES  | 2.3      | 2.2 | 2.6 | 3.0 | 3.5 | 3.4 |
| MATERIAL MANAGEMENT               | 2.4      | 2.4 | 2.8 | 3.1 | 3.5 | 3.6 |
| EXERCISING UCMJ AUTHORITY         | 3.4      | 3.2 | 3.2 | 3.4 | 3.9 | 4.4 |

**Note.** For each of the paygrades (0-1 thru 0-6), respectively, n=97, 151, 444, 398, 138, and 25.

**Note.** Decimal notation, vice rounding, was used to more clearly show the incremental changes in responses across the paygrades.

As might be expected, GenURLs felt more prepared to perform as experience and paygrade increased. The highlighted leadership areas of Managing Budget/Fiscal Resources and Material Management stood out across all paygrades as the areas where GenURLs felt least prepared. This finding supported the previously identified area of deficiency in budget experience found among Division Officers and Department Heads.

Responses to training and skill usage in areas of personnel counseling were also examined. Displayed in Tables 22 through 24, is a comparison of GenURL responses to those of Surface

Warfare Officers (SWOs) afloat<sup>7</sup>, and in shore management billets.<sup>8</sup>

**Table 22**

**GenURL Personnel Counseling Training and Performance**

| <b>COUNSELING AREA</b>   | <b>PERCENT TRAINED</b> | <b>COUNSELING AREA</b>   | <b>EXTENT PERFORMED</b> |
|--------------------------|------------------------|--------------------------|-------------------------|
| SEXUAL HARASSMENT        | 92                     | JOB PERFORMANCE          | 3.8                     |
| EQUAL OPPORTUNITY        | 80                     | WORK RELATIONS           | 3.2                     |
| FRATERNIZATION           | 77                     | ADVANCEMENT/PROMOTION    | 3.2                     |
| JOB PERFORMANCE          | 60                     | EDUCATION OPPORTUNITIES  | 3.1                     |
| WORK RELATIONS           | 50                     | EQUAL OPPORTUNITY        | 2.8                     |
| ADVANCEMENT/PROMOTION    | 44                     | SEXUAL HARASSMENT        | 2.8                     |
| FINANCIAL RESPONSIBILITY | 41                     | FAMILY PROBLEMS          | 2.8                     |
| EDUCATION OPPORTUNITIES  | 40                     | FINANCIAL RESPONSIBILITY | 2.7                     |
| PREGNANT SERVICEWOMEN    | 33                     | MEDICAL PROBLEMS         | 2.6                     |
| SPOUSE/CHILD ABUSE       | 29                     | SPOUSE/CHILD ABUSE       | 2.6                     |
| FAMILY PROBLEMS          | 28                     | FRATERNIZATION           | 2.5                     |
| MEDICAL PROBLEMS         | 17                     | PREGNANT SERVICEWOMEN    | 2.4                     |

**Note.** The extent of performance was indicated by respondents on a 5-point scale (1-very small extent, 2-limited extent, 3-moderate extent, 4-considerable extent, and 5-great extent).

The responses in Table 22 illustrate that the emphasis on training in certain areas did not appear to correspond directly with the extent of performance required. Obviously, a high degree of required training may reduce the need for, and therefore the extent of, counseling. On the other hand, if "Job Performance" is the area with the highest extent of counseling, the finding that only 60% of GenURLs perceived that they were

<sup>7</sup>Responses for SWOs (AFLOAT) were derived from data collected in NODAC's 1991/92 Surface Warfare Officer Occupational Survey.

<sup>8</sup>SWO(ASHORE) responses were collected in a comparable timeframe using the GenURL survey instrument.

adequately trained to perform that counseling may indicate a need to realign training priorities.

The overall lack of adequate GenURL training relative to SWOs, either afloat or ashore, is displayed in Table 23. With the exception of areas covered by mandatory General Military Training (GMT): Sexual Harassment, Equal Opportunity, and Fraternization; the only other area where GenURL responses matched their SWO contemporaries was in counseling pregnant servicewomen regarding their medical benefits and assignability to duty. Considering that the GenURL community is 93% female, this response may be reflective more of experience than of any formal training.

**Table 23**

Comparison of GenURL, SWO(AFLOAT), and SWO(ASHORE) in Personnel Counseling Training

| COUNSELING AREA          | PERCENT "ADEQUATELY" TRAINED |             |             |
|--------------------------|------------------------------|-------------|-------------|
|                          | GENURL                       | SWO(AFLOAT) | SWO(ASHORE) |
| SEXUAL HARASSMENT        | 92                           | 78          | 81          |
| EQUAL OPPORTUNITY        | 80                           | 78          | 85          |
| FRATERNIZATION           | 77                           | 77          | 81          |
| JOB PERFORMANCE          | 60                           | 84          | 80          |
| WORK RELATIONS           | 50                           | 77          | 71          |
| ADVANCEMENT/PROMOTION    | 44                           | 78          | 72          |
| FINANCIAL RESPONSIBILITY | 41                           | 65          | 62          |
| EDUCATION OPPORTUNITIES  | 40                           | 67          | 63          |
| PREGNANT SERVICEWOMEN    | 33                           | 24          | 22          |
| SPOUSE/CHILD ABUSE       | 29                           | 33          | 38          |
| FAMILY PROBLEMS          | 28                           | 46          | 42          |
| MEDICAL PROBLEMS         | 17                           | 36          | 31          |

Table 24 reveals that responses to the extent of personnel counseling performed were more consistent. Using the same 5-point scale, counseling in the area of Job Performance was the primary area chosen by all communities and was performed to a "moderate extent" (ranging from 3.6 to 3.8) on average. The priority and extent of counseling performed was most similar between GenURLs and SWOs assigned to shore management jobs.

Table 24

Comparison of the Extent of Personnel Counseling Performed

| COUNSELING AREA          | EXTENT OF COUNSELING PERFORMED |             |             |
|--------------------------|--------------------------------|-------------|-------------|
|                          | GenURL                         | SWO(AFLOAT) | SWO(ASHORE) |
| JOB PERFORMANCE          | 3.8                            | 3.7         | 3.6         |
| WORK RELATIONS           | 3.2                            | 2.7         | 2.9         |
| ADVANCEMENT/PROMOTION    | 3.2                            | 3.1         | 3.0         |
| EDUCATION OPPORTUNITIES  | 3.1                            | 2.7         | 2.9         |
| EQUAL OPPORTUNITY        | 2.8                            | 2.2         | 2.7         |
| SEXUAL HARASSMENT        | 2.8                            | 1.9         | 2.9         |
| FAMILY PROBLEMS          | 2.8                            | 2.6         | 2.4         |
| FINANCIAL RESPONSIBILITY | 2.7                            | 2.8         | 2.5         |
| MEDICAL PROBLEMS         | 2.6                            | 1.9         | 2.4         |
| SPOUSE/CHILD ABUSE       | 2.6                            | 1.6         | 2.4         |
| FRATERNIZATION           | 2.5                            | 1.9         | 2.6         |
| PREGNANT SERVICEWOMEN    | 2.4                            | 1.4         | 2.5         |

**Note:** Table 24 used the same 5 point scale as Table 22 to indicate the extent of counseling performed.

It is important to note that all areas of personnel counseling were performed by all paygrades and in all communities at an average of "a moderate extent" or less.



### Discussion and Conclusions

Although members of the Unrestricted Line, GenURLs comprise only eight percent of this community and, with the exception of officers in the IUSS and SEW career fields, are occupationally focused toward shore establishment, vice warfare, careers. Primarily, GenURLs provide administrative support in a variety of arenas.

Appropriate leadership development appeared to be limited to less than half of those who believed themselves to be in a leadership position, primarily as a consequence of changing command structures and diminishing personnel pools. The situation will likely worsen with continued military downsizing. In light of these findings and events, the leadership billet evaluation criteria for Division Officers and Department Heads may need to be reviewed.

Dual purpose billets, those which offer combined leadership and subspecialty experience, existed but were limited in number. Twenty percent of GenURLs in leadership positions appeared to fill dual purpose billets. However, the insufficient AQD coding of leadership billets combined with the degree of mismatch between assigned NOBC and reported job were great enough to cast doubt on any accurate billet estimations.

GenURL career progression, overall and within the three support areas, appeared valid. However, automation and consolidation of IUSS facilities may serve to shrink the training ground for the initial pool of IUSS officers and limit the

validity of IUSS as a career path. At that point it should most likely revert to a GenURL subspecialty. The prospect of SEW as a full-fledged warfare community is advantageous for those in that support area. That event, combined with the increased openings for women in the surface and aviation communities, presents the potential for these GenURLs to redesignate, and become fully qualified warfare officers. This may also reduce the stature of SEW within the GenURL community to a specialty or subspecialty area. Of the three support areas, Shore Station Management appeared to be the most occupationally valid due to a high degree of assignment flexibility and upward mobility.

The existence of subgroups within this area may also provide alternatives to the current three career paths. Detailing GenURLs between only two primary specialty areas and one or two subspecialty areas might benefit both the Navy and the individual officer through greater occupational stability, sufficient assignment flexibility, and greater development of shore management expertise.

As demonstrated both by GenURL perception and in comparison with SWO responses, initial pipeline training was found to be virtually nonexistent for 80% of GenURLs, those in the Shore Station Management career path. However, the highly focused nature of their job tasks, personnel counseling and leadership experience requirements create the basis for required formalized training. This was especially true in the area of budget and fiscal responsibility. Other general training, based on the

tasks performed by at least 20% of the junior officers, would enable more GenURLs to "hit the deck running" and successfully meet all aspects of leadership development.

#### **Recommendations**

- Identify GenURL leadership billets and accurately assign leadership AQD codes.
- Examine the validity of leadership billet evaluation criteria given force downsizing.
- Enforce the mandatory LMET training policy for GenURLs.
- Develop initial pipeline training for GenURLs.
- Determine the feasibility of detailing GenURLs in Shore Station Management between only two primary areas and one or two subspecialty areas.



DEPARTMENT OF THE NAVY  
BUREAU OF NAVAL PERSONNEL  
WASHINGTON, D.C. 20370-5000

GenURL 43

IN REPLY REFER TO

1000  
Ser 211G/1U576925

DEC 13 1990

MEMORANDUM FOR OFFICER IN CHARGE, BUREAU OF NAVAL PERSONNEL  
DETACHMENT NAVY OCCUPATIONAL DEVELOPMENT AND  
ANALYSIS CENTER.

Subj: GENERAL UNRESTRICTED LINE COMMUNITY STUDY

1. The General URL became a distinct officer community in 1972. In the ensuing twenty years, it has gained many of the attributes common to other URL officer communities; namely, a mission statement, defined career pattern, and command opportunity. However, the lack of designator discrete billets continues to make it difficult to size the community and validate its career pattern. We need to be able to do both in anticipation of the downsizing of the Navy's fleet support establishment.

2. I request that you conduct an occupational/job task analysis of the billets filled by Gen URLs today. In the absence of designator discrete billets, this study should provide clearer insight into the utilization of Gen URLs and how effectively this utilization supports the community's mission and its career pattern emphasis on developing leadership expertise within key subspecialty areas.

3. At a minimum, the study should focus on the following areas:

a. Leadership development. Are Gen URLs assigned to billets which provide them with adequate leadership development? Do fleet support leadership billets require skills/training which differs from that for warfare (afloat) leadership billets? Does the absence of community pipeline training, available in other URL communities, disadvantage Gen URLs when assigned to leadership tours? Are a sufficient number of leadership billets available to Gen URLs in key subspecialty areas to support the career pattern's current emphasis? What are typical fleet support leadership billets, particularly at the division officer/department head level?

b. Gen URL utilization. What types of tasks do Gen URLs typically perform? What types of NOBCs/AQDs are normally acquired by Gen URLs? Are Gen URLs fully utilizing their subspecialty expertise? Are their assignments consistent with the overall community mission/career pattern? Is the NOBC/AQD structure of "typical" Gen URL billets consistent with the desired career pattern? Given current utilization, is the alignment of the community into three operational elements, namely, IUSS, SEW and shore station management, appropriate or should there be other community sub-groupings?

**Subj: GENERAL UNRESTRICTED LINE COMMUNITY STUDY**

4. Given the complexity of the job task analysis required, request you provide the study results within 18-21 months of study initiation. My points of contact for the study are the incumbent Gen URL OCM, CDR Cummings and her relief, CDR Steadley. Both officers will be available to assist you as necessary during the development and analysis phases of the study.

  
A. T. CHURCH, III  
Director, Officer Plans  
& Career Development Division

Copy to:  
BUPERS (Pers-OOW, 4419)

**Appendix B: Tasks Performed by at least 20% (\*) of All GenURLs**

(\*) Tasks appearing in bold print were performed by at least 40% of the GenURL community.

**SUPPLY/FISCAL/LOGISTICS**

- T1 DIRECT ACCOUNTING ACTIVITIES FOR CONTROL OF FUNDS AND PROPERTY IN ACCORDANCE WITH FEDERAL AND NAVAL ACCOUNTING PROCEDURES**
- T2 ADMINISTER IMPREST/NON-APPROPRIATED FUNDS**
- T3 RECORD AND CONTROL COMMITMENT, OBLIGATION, AND EXPENDITURE OF FUNDS**
- T4 PREPARE FINANCIAL REPORTS/FINANCIAL STATEMENT/FINANCIAL APPRAISALS**
- T5 MANAGE INTERNAL AND CONTRACT AUDITING**
- T7 CONDUCT COST ACCOUNTING AND FINANCIAL/COST ANALYSIS**
- T8 IDENTIFY MONETARY DISCREPANCIES AND RECOMMEND APPROPRIATE FOLLOW-ON ACTIONS**
- T9 EVALUATE AND RECOMMEND APPROPRIATE ACTION BASED ON VALIDITY, RELIABILITY, AND RESULTS OF INTERNAL CONTROLS**
- T10 COORDINATE AND APPROVE ALLOCATIONS OF FUNDS TO PROGRAMS/ORGANIZATIONAL UNITS**
- T12 PLAN AND ADMINISTER BUDGET OF ORGANIZATION**
- T13 ADMINISTER PROGRAMS RELATED TO SUPPLY/FISCAL RESOURCE MANAGEMENT AND AMANAGEMENT SYSTEMS**
- T14 OVERSEE PROCUREMENT AND SALE OF GOODS OR SERVICES**
- T15 DIRECT PURCHASE OF SUPPLIES AND EQUIPMENT**
- T20 MONITOR CONTRACT ADMINISTRATION, QUALITY ASSURANCE, AND PRODUCTION SURVEILLANCE**
- T21 EVALUATE CONTRACTOR PERFORMANCE**
- T22 APPROVE REQUISITIONS, BALANCE SHEETS, AND SUMMARIES**

**T24 MAINTAIN MAJOR/MINOR PLANT PROPERTY INVENTORIES AND ACCOUNTS**

**GENERAL ADMINISTRATION**

**T42 PROMULGATE INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T43 INTERPRET INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T44 MAINTAIN INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T45 COORDINATE PREPARATIONS FOR COMMAND INSPECTIONS**

**T46 REVIEW INCOMING CORRESPONDENCE, MESSAGES, OR TASKINGS AND ASSIGN ACTION AS REQUIRED**

**T47 MAINTAIN AND MONITOR A TICKLER SYSTEM**

**T48 CONSOLIDATE INFORMATION AND PREPARE RESPONSES TO TASKINGS FROM HIGHER AUTHORITY**

**T49 REVIEW COMPLETED WORK FOR ACCURACY, COMPLETENESS, AND CONFORMANCE TO ESTABLISHED STANDARDS**

**T50 DIRECT MAINTENANCE OF CORRESPONDENCE FILES, SHIP'S FILES, OR CONTRACT FILES**

**T51 PREPARE OR SUPERVISE PREPARATION OF ROSTERS AND DIRECTORY LISTINGS**

**T52 CERTIFY TIME AND LEAVE RECORDS**

**T53 DIRECT PROCEDURES PERTINENT TO PROCESSING DISPATCHES AND MAIL**

**T54 CONTROL USE OF PROPER IDENTIFICATION NUMBERS ON RECORD CORRESPONDENCE**

**T55 MANAGE ORGANIZATION OF RECORDS**

**T56 PLAN USE OF ORGANIZATIONAL ASSETS IN ACCORDANCE WITH WORKLOAD**

**T57 MAINTAIN MEETING AGENDAS AND MINUTES**

**T58 DRAFT LETTERS, REPORTS, AND PAPERS**

**T59 COMPILE BACKGROUND INFORMATION REQUIRED FOR DECISIONS BY SUPERIOR OFFICERS**

**T64 PREPARE OR EDIT PUBLIC INFORMATION MATERIALS**

- T65 RESPOND TO OFFICIAL INQUIRIES (CONGRESSIONAL, WHITE HOUSE, SECRETARY OF THE NAVY, ETC.)
- T66 ARRANGE PUBLICITY FOR PERSONNEL, EVENTS, AND ACTIVITIES
- T67 REPRESENT THE NAVY BEFORE EDUCATIONAL AND CIVIC GROUPS
- T68 ESTABLISH OR IMPLEMENT MEDIA OR COMMUNITY RELATIONS PROGRAMS
- T69 DIRECT OR PARTICIPATE IN PROGRAMS TO DISSEMINATE INFORMATION OF INTEREST TO THE GENERAL PUBLIC AND MILITARY PERSONNEL
- T71 PREPARE HISTORIES, NARRATIVES, MONOGRAPHS, AND OTHER STUDIES

#### PERSONNEL/MANPOWER

- T81 DISSEMINATE PERSONNEL POLICY CHANGES
- T83 COORDINATE OR SUPPORT COMMAND LEVEL PERSONNEL BOARDS (SAILOR OF THE YEAR, QUALIFICATION, COMMAND ADVANCEMENT PROGRAM, ETC.)
- T84 COORDINATE AWARDS PROGRAMS
- T86 PROCESS TRANSFER, SEPARATION, RETIREMENT, AND REENLISTMENT PACKAGES
- T89 ADMINISTER TRAVEL REQUIREMENTS FOR ACTIVE DUTY, DEPENDENTS, AND SELRES
- T90 ESTABLISH AND IMPLEMENT SYSTEMS FOR EFFECTING PROMOTIONS AND ADVANCEMENTS
- T95 PREPARE OR REVIEW PERFORMANCE APPRAISALS (MILITARY OR CIVILIAN)
- T96 ADMINISTER THE EMPLOYMENT AND DISCHARGE OF CIVILIAN EMPLOYEES
- T97 ENSURE COMPLIANCE WITH LABOR REGULATIONS
- T101 RECOMMEND ACCEPTANCE OR REJECTION OF APPLICANTS FOR OFFICER OR ENLISTED PROGRAMS
- T106 RECOMMEND CHANGES IN MANPOWER AUTHORIZATIONS/BILLET CODING
- T107 CONDUCT EFFICIENCY REVIEWS AND SPECIAL PROJECTS RELATED TO MANPOWER UTILIZATION



- T109 IDENTIFY PROBLEMS MEETING PERSONNEL REQUIREMENTS, DETERMINE CAUSES, AND DEVELOP RECOMMENDED SOLUTIONS
- T111 MAINTAIN AND ANALYZE MANPOWER AUTHORIZATIONS
- T112 DETERMINE ACCURACY OF MANPOWER AUTHORIZATIONS AND ENSURE BALANCE WITH TOTAL ALLOCATIONS AUTHORIZED
- T119 DEVELOP AND MAINTAIN ORGANIZATIONAL STRUCTURES, REQUIREMENTS, AND COMMAND MANAGEMENT PRACTICES
- T121 PREPARE BILLET/POSITION DESCRIPTIONS
- T123 CONDUCT OR DIRECT PERSONNEL ADMINISTRATION/MANPOWER MANAGEMENT OF A NAVAL ACTIVITY
- T125 DEVELOP, EVALUATE, AND IMPLEMENT POLICIES AND PLANS RELATING TO PERSONNEL ACTIVITIES
- T131 PROMOTE FAMILY SERVICE CENTER (FSC) OR HUMAN RESOURCE MANAGEMENT (HRM) PROGRAMS
- T133 DEVELOP AND IMPLEMENT EQUAL OPPORTUNITY (EO) POLICIES AND PROGRAMS
- T134 MONITOR EO CLIMATE AND CONDUCT INSPECTIONS OF EO PROGRAMS
- T135 MONITOR AND ASSIST IN INVESTIGATIONS OF DISCRIMINATION/HARASSMENT COMPLAINTS
- T136 ESTABLISH AND SUPERVISE DRUG AND ALCOHOL OR OBESITY EVALUATION AND COUNSELING, REFERRAL, AND EDUCATION PROGRAMS
- T139 MAINTAIN REFERRAL LINES TO PROFESSIONAL COUNSELING SERVICES (SUBSTANCE ABUSE, FINANCIAL MANAGEMENT, DOMESTIC VIOLENCE, EMPLOYMENT, ETC.)
- T141 ADMINISTER PERSONAL SERVICES OR PERSONAL AFFAIRS PROGRAMS (CASUALTY ASSISTANCE CALLS OFFICER (CACO), HIV EDUCATION, FINANCIAL MANAGEMENT, ETC.)

#### EDUCATION/TRAINING

- T149 ADMINISTER OR SUPPORT COMMAND OR AREA INDOCTRINATION PROGRAM
- T150 PROVIDE EDUCATIONAL COUNSELING, SERVICES, AND INFORMATION TO ASSIGNED PERSONNEL
- T151 DIRECT DEVELOPMENT OF TRAINING CURRICULA, STANDARDS, METHODS, AND EDUCATIONAL MATERIALS

- T156 PREPARE LECTURES, OUTLINES, OR ASSIGNMENT SHEETS
- T157 ORGANIZE AND CONDUCT CLASSES, LECTURES, DEMONSTRATIONS, AND SEMINARS
- T173 ADMINISTER MILITARY OR CIVILIAN PERSONNEL TRAINING PROGRAMS

#### **SECURITY/LEGAL**

- T178 INVESTIGATE ACCIDENTS, ANALYZE CAUSES, AND SUBMIT REPORTS TO COGNIZANT AUTHORITIES
- T179 DEVELOP AND PROMULGATE COMMAND PROCEDURES FOR THE SECURITY OF CLASSIFIED MATERIAL
- T182 ADMINISTER PERSONNEL SECURITY CLEARANCE PROGRAM
- T184 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN PERSONNEL SECURITY MATTERS
- T186 DISPOSE OF CLASSIFIED MATERIAL AS AUTHORIZED OR DIRECTED
- T187 DEVELOP AND IMPLEMENT COMMAND PHYSICAL SECURITY PLAN
- T188 CONDUCT PHYSICAL SECURITY INSPECTIONS/DRILLS
- T194 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN MATTERS OF LEGAL ADMINISTRATION
- T195 IMPOSE PUNITIVE AND ADMINISTRATIVE DISCIPLINARY MEASURES (NONJUDICIAL PUNISHMENT (NJP), EXTRA MILITARY INSTRUCTION (EMI), ETC.)
- T196 INITIATE OR PROCESS PERSONNEL INVESTIGATIONS, ADMINISTRATIVE PROCEEDINGS, AND DISCIPLINARY ACTIONS
- T197 ADVISE AND ASSIST IN THE ADMINISTRATION OF NAVAL DISCIPLINARY POLICY
- T199 PREPARE LETTERS REGARDING ADMINISTRATIVE DISCIPLINARY ACTIONS (CENSURE, REPRIMAND, ADMONITION, CAUTION, ETC.)

#### **FACILITIES**

- T269 CONTROL ALLOCATION AND ASSIGNMENT OF SPACE, EQUIPMENT, AND QUARTERS

**COMMUNICATIONS**

**T506 PREPARE OR SUPERVISE PREPARATION OF MESSAGES**

**T509 PROVIDE FOR PHYSICAL SECURITY OF MESSAGES**

**STAFF**

**T602 PROVIDE INPUT REGARDING HYPOTHETICAL SITUATIONS TO ASSIST IN POLICY DECISION MAKING**

**T603 COORDINATE WORK EFFORTS OF STAFF AND ENSURE COMPLETED STAFF WORK IS SUBMITTED**

**T605 COORDINATE CONFERENCES OR VISITS, OR ESCORT VIPS**

**T609 PREPARE OR PRESENT COMMAND, INFORMATION, OR DECISION BRIEFINGS**

**T628 REVIEW AND TAKE ACTION ON REPORTS FROM INSPECTION AGENCIES**

**LEADERSHIP**

**T647 TRAIN SUBORDINATES TO TAKE INITIATIVE**

**T648 DEVELOP SKILLS OF SUBORDINATES**

**T649 MOTIVATE SUBORDINATES THROUGH POSITIVE FEEDBACK**

**T650 BRIEF ORGANIZATION ON ITS STRENGTHS AND WEAKNESSES**

**T651 MAKE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES**

**T652 RESOLVE CONFLICTS AMONG SUBORDINATES**

**T653 ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWLY-ASSIGNED PERSONNEL**

**T654 ESTABLISH ORGANIZATIONAL GOALS AND OBJECTIVES**

**T655 PROVIDE POSITIVE COUNSELING FOR MEMBERS WHO ARE PERFORMING WELL**

**T656 SEEK WAYS TO AVOID CRISIS MANAGEMENT**

**T657 ESTABLISH, REVISE, OR APPROVE STANDARD OPERATING PROCEDURES FOR ORGANIZATION**

**T658 INFORM COMMANDER/COMMANDING OFFICER OF PEOPLE PROBLEMS**

- T659 CHECK WITH OTHERS TO ENSURE QUALITY OF SUBORDINATES WORK**
- T660 DETERMINE THE LEVEL AT WHICH DECISIONS ARE MADE**
- T661 COUNSEL SUBORDINATES ON PERSONAL MATTERS**
- T662 QUALIFY FOR OR STAND WATCH (IF OTHER THAN YOUR PRIMARY DUTY)**
- T663 ENSURE CONFORMANCE TO CLEANLINESS, APPEARANCE, SAFETY, AND OPERATIONAL STANDARDS THROUGH INSPECTIONS**

**Appendix C: Tasks Performed by at least 20% of GenURLs  
Paygrades 0-1 to 0-3**

(\*) Tasks appearing in bold print were performed by at least 40% of this group.

**SUPPLY/FISCAL/LOGISTICS**

- T1 DIRECT ACCOUNTING ACTIVITIES FOR CONTROL OF FUNDS AND PROPERTY IN ACCORDANCE WITH FEDERAL AND NAVAL ACCOUNTING PROCEDURES**
- T2 ADMINISTER IMPREST/NON-APPROPRIATED FUNDS**
- T3 RECORD AND CONTROL COMMITMENT, OBLIGATION, AND EXPENDITURE OF FUNDS**
- T4 PREPARE FINANCIAL REPORTS/FINANCIAL STATEMENT/FINANCIAL APPRAISALS**
- T5 MANAGE INTERNAL AND CONTRACT AUDITING**
- T6 REPRESENT COMMAND IN AUDITING PROCESS**
- T7 CONDUCT COST ACCOUNTING AND FINANCIAL/COST ANALYSIS**
- T8 IDENTIFY MONETARY DISCREPANCIES AND RECOMMEND APPROPRIATE FOLLOW-ON ACTIONS**
- T9 EVALUATE AND RECOMMEND APPROPRIATE ACTION BASED ON VALIDITY, RELIABILITY, AND RESULTS OF INTERNAL CONTROLS**
- T10 COORDINATE AND APPROVE ALLOCATIONS OF FUNDS TO PROGRAMS/ORGANIZATIONAL UNITS**
- T12 PLAN AND ADMINISTER BUDGET OF ORGANIZATION**
- T13 ADMINISTER PROGRAMS RELATED TO SUPPLY/FISCAL RESOURCE MANAGEMENT AND AMANAGEMENT SYSTEMS**
- T14 OVERSEE PROCUREMENT AND SALE OF GOODS OR SERVICES**
- T15 DIRECT PURCHASE OF SUPPLIES AND EQUIPMENT**
- T21 EVALUATE CONTRACTOR PERFORMANCE**
- T22 APPROVE REQUISITIONS, BALANCE SHEETS, AND SUMMARIES**
- T23 DIRECT RECEIVING, STORAGE, ISSUE, AND SALVAGE OF MATERIALS**

**T24 MAINTAIN MAJOR/MINOR PLANT PROPERTY INVENTORIES AND ACCOUNTS**

**GENERAL ADMINISTRATION**

**T42 PROMULGATE INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T43 INTERPRET INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T44 MAINTAIN INSTRUCTIONS, PUBLICATIONS, AND NOTICES**

**T45 COORDINATE PREPARATIONS FOR COMMAND INSPECTIONS**

**T46 REVIEW INCOMING CORRESPONDENCE, MESSAGES, OR TASKINGS AND ASSIGN ACTION AS REQUIRED**

**T47 MAINTAIN AND MONITOR A TICKLER SYSTEM**

**T48 CONSOLIDATE INFORMATION AND PREPARE RESPONSES TO TASKINGS FROM HIGHER AUTHORITY**

**T49 REVIEW COMPLETED WORK FOR ACCURACY, COMPLETENESS, AND CONFORMANCE TO ESTABLISHED STANDARDS**

**T50 DIRECT MAINTENANCE OF CORRESPONDENCE FILES, SHIP'S FILES, OR CONTRACT FILES**

**T51 PREPARE OR SUPERVISE PREPARATION OF ROSTERS AND DIRECTORY LISTINGS**

**T52 CERTIFY TIME AND LEAVE RECORDS**

**T53 DIRECT PROCEDURES PERTINENT TO PROCESSING DISPATCHES AND MAIL**

**T54 CONTROL USE OF PROPER IDENTIFICATION NUMBERS ON RECORD CORRESPONDENCE**

**T55 MANAGE ORGANIZATION OF RECORDS**

**T56 PLAN USE OF ORGANIZATIONAL ASSETS IN ACCORDANCE WITH WOPKLOAD**

**T57 MAINTAIN MEETING AGENDAS AND MINUTES**

**T58 DRAFT LETTERS, REPORTS, AND PAPERS**

**T59 COMPILE BACKGROUND INFORMATION REQUIRED FOR DECISIONS BY SUPERIOR OFFICERS**

**T60 EXECUTE POLICIES PERTAINING TO RESERVE AUGMENTATION PROCESS**

- T65    RESPOND TO OFFICIAL INQUIRIES (CONGRESSIONAL, WHITE HOUSE, SECRETARY OF THE NAVY, ETC.)**
- T66    ARRANGE PUBLICITY FOR PERSONNEL, EVENTS, AND ACTIVITIES**
- T67    REPRESENT THE NAVY BEFORE EDUCATIONAL AND CIVIC GROUPS**
- T68    ESTABLISH OR IMPLEMENT MEDIA OR COMMUNITY RELATIONS PROGRAMS**
- T69    DIRECT OR PARTICIPATE IN PROGRAMS TO DISSEMINATE INFORMATION OF INTEREST TO THE GENERAL PUBLIC AND MILITARY PERSONNEL**
- T71    PREPARE HISTORIES, NARRATIVES, MONOGRAPHS, AND OTHER STUDIES**
- T76    MANAGE FLEET HOMETOWN NEWS RELEASE PROGRAM**

**PERSONNEL/MANPOWER**

- T81    DISSEMINATE PERSONNEL POLICY CHANGES**
- T82    COORDINATE AND SUPPORT SELECTION BOARDS**
- T83    COORDINATE OR SUPPORT COMMAND LEVEL PERSONNEL BOARDS (SAILOR OF THE YEAR, QUALIFICATION, COMMAND ADVANCEMENT PROGRAM, ETC.)**
- T84    COORDINATE AWARDS PROGRAMS**
- T86    PROCESS TRANSFER, SEPARATION, RETIREMENT, AND REENLISTMENT PACKAGES**
- T89    ADMINISTER TRAVEL REQUIREMENTS FOR ACTIVE DUTY, DEPENDENTS, AND SELRES**
- T90    ESTABLISH AND IMPLEMENT SYSTEMS FOR EFFECTING PROMOTIONS AND ADVANCEMENTS**
- T95    PREPARE OR REVIEW PERFORMANCE APPRAISALS (MILITARY OR CIVILIAN)**
- T96    ADMINISTER THE EMPLOYMENT AND DISCHARGE OF CIVILIAN EMPLOYEES**
- T97    ENSURE COMPLIANCE WITH LABOR REGULATIONS**
- T101    RECOMMEND ACCEPTANCE OR REJECTION OF APPLICANTS FOR OFFICER OR ENLISTED PROGRAMS**

- T106 RECOMMEND CHANGES IN MANPOWER AUTHORIZATIONS/BILLET CODING
- T107 CONDUCT EFFICIENCY REVIEWS AND SPECIAL PROJECTS RELATED TO MANPOWER UTILIZATION
- T109 IDENTIFY PROBLEMS MEETING PERSONNEL REQUIREMENTS, DETERMINE CAUSES, AND DEVELOP RECOMMENDED SOLUTIONS
- T111 MAINTAIN AND ANALYZE MANPOWER AUTHORIZATIONS
- T112 DETERMINE ACCURACY OF MANPOWER AUTHORIZATIONS AND ENSURE BALANCE WITH TOTAL ALLOCATIONS AUTHORIZED
- T119 DEVELOP AND MAINTAIN ORGANIZATIONAL STRUCTURES, REQUIREMENTS, AND COMMAND MANAGEMENT PRACTICES
- T121 PREPARE BILLET/POSITION DESCRIPTIONS
- T125 DEVELOP, EVALUATE, AND IMPLEMENT POLICIES AND PLANS RELATING TO PERSONNEL ACTIVITIES
- T131 PROMOTE FAMILY SERVICE CENTER (FSC) OR HUMAN RESOURCE MANAGEMENT (HRM) PROGRAMS
- T133 DEVELOP AND IMPLEMENT EQUAL OPPORTUNITY (EO) POLICIES AND PROGRAMS
- T134 MONITOR EO CLIMATE AND CONDUCT INSPECTIONS OF EO PROGRAMS
- T135 MONITOR AND ASSIST IN INVESTIGATIONS OF DISCRIMINATION/HARASSMENT COMPLAINTS
- T136 ESTABLISH AND SUPERVISE DRUG AND ALCOHOL OR OBESITY EVALUATION AND COUNSELING, REFERRAL, AND EDUCATION PROGRAMS
- T139 MAINTAIN REFERRAL LINES TO PROFESSIONAL COUNSELING SERVICES (SUBSTANCE ABUSE, FINANCIAL MANAGEMENT, DOMESTIC VIOLENCE, EMPLOYMENT, ETC.)
- T141 ADMINISTER PERSONAL SERVICES OR PERSONAL AFFAIRS PROGRAMS (CASUALTY ASSISTANCE CALLS OFFICER (CACO), HIV EDUCATION, FINANCIAL MANAGEMENT, ETC.)

#### EDUCATION/TRAINING

- T149 ADMINISTER OR SUPPORT COMMAND OR AREA INDOCTRINATION PROGRAM
- T150 PROVIDE EDUCATIONAL COUNSELING, SERVICES, AND INFORMATION TO ASSIGNED PERSONNEL



- T151 DIRECT DEVELOPMENT OF TRAINING CURRICULA, STANDARDS, METHODS, AND EDUCATIONAL MATERIALS
- T156 PREPARE LECTURES, OUTLINES, OR ASSIGNMENT SHEETS
- T157 ORGANIZE AND CONDUCT CLASSES, LECTURES, DEMONSTRATIONS, AND SEMINARS
- T173 ADMINISTER MILITARY OR CIVILIAN PERSONNEL TRAINING PROGRAMS

**SECURITY/LEGAL**

- T178 INVESTIGATE ACCIDENTS, ANALYZE CAUSES, AND SUBMIT REPORTS TO COGNIZANT AUTHORITIES
- T179 DEVELOP AND PROMULGATE COMMAND PROCEDURES FOR THE SECURITY OF CLASSIFIED MATERIAL
- T180 ADMINISTER A PROGRAM FOR THE CLASSIFICATION, UPGRADING, DOWNGRADING, DECLASSIFICATION, AND DESTRUCTION OF CLASSIFIED INFORMATION
- T181 PROVIDE FOR PROCUREMENT, SAFEGUARDING, AND REPORTING OF REGISTERED PUBLICATIONS
- T182 ADMINISTER PERSONNEL SECURITY CLEARANCE PROGRAM
- T184 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN PERSONNEL SECURITY MATTERS
- T186 DISPOSE OF CLASSIFIED MATERIAL AS AUTHORIZED OR DIRECTED
- T187 DEVELOP AND IMPLEMENT COMMAND PHYSICAL SECURITY PLAN
- T188 CONDUCT PHYSICAL SECURITY INSPECTIONS/DRILLS
- T194 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN MATTERS OF LEGAL ADMINISTRATION
- T195 IMPOSE PUNITIVE AND ADMINISTRATIVE DISCIPLINARY MEASURES (NONJUDICIAL PUNISHMENT (NJP), EXTRA MILITARY INSTRUCTION (EMI), ETC.)
- T196 INITIATE OR PROCESS PERSONNEL INVESTIGATIONS, ADMINISTRATIVE PROCEEDINGS, AND DISCIPLINARY ACTIONS
- T197 ADVISE AND ASSIST IN THE ADMINISTRATION OF NAVAL DISCIPLINARY POLICY

**T199 PREPARE LETTERS REGARDING ADMINISTRATIVE DISCIPLINARY ACTIONS (CENSURE, REPRIMAND, ADMONITION, CAUTION, ETC.)**

**FACILITIES**

**T269 CONTROL ALLOCATION AND ASSIGNMENT OF SPACE, EQUIPMENT, AND QUARTERS**

**COMMUNICATIONS/ADP**

**T506 PREPARE OR SUPERVISE PREPARATION OF MESSAGES**

**T509 PROVIDE FOR PHYSICAL SECURITY OF MESSAGES**

**T519 REPORT ACTUAL OR SUSPECTED LOSS OR COMPROMISE OF CLASSIFIED MATERIAL**

**STAFF**

**T602 PROVIDE INPUT REGARDING HYPOTHETICAL SITUATIONS TO ASSIST IN POLICY DECISION MAKING**

**T603 COORDINATE WORK EFFORTS OF STAFF AND ENSURE COMPLETED STAFF WORK IS SUBMITTED**

**T605 COORDINATE CONFERENCES OR VISITS, OR ESCORT VIPS**

**T609 PREPARE OR PRESENT COMMAND, INFORMATION, OR DECISION BRIEFINGS**

**LEADERSHIP**

**T647 TRAIN SUBORDINATES TO TAKE INITIATIVE**

**T648 DEVELOP SKILLS OF SUBORDINATES**

**T649 MOTIVATE SUBORDINATES THROUGH POSITIVE FEEDBACK**

**T650 BRIEF ORGANIZATION ON ITS STRENGTHS AND WEAKNESSES**

**T651 MAKE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES**

**T652 RESOLVE CONFLICTS AMONG SUBORDINATES**

**T653 ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWLY-ASSIGNED PERSONNEL**

**T654 ESTABLISH ORGANIZATIONAL GOALS AND OBJECTIVES**

- T655 PROVIDE POSITIVE COUNSELING FOR MEMBERS WHO ARE PERFORMING WELL**
- T656 SEEK WAYS TO AVOID CRISIS MANAGEMENT**
- T657 ESTABLISH, REVISE, OR APPROVE STANDARD OPERATING PROCEDURES FOR ORGANIZATION**
- T658 INFORM COMMANDER/COMMANDING OFFICER OF PEOPLE PROBLEMS**
- T659 CHECK WITH OTHERS TO ENSURE QUALITY OF SUBORDINATES WORK**
- T660 DETERMINE THE LEVEL AT WHICH DECISIONS ARE MADE**
- T661 COUNSEL SUBORDINATES ON PERSONAL MATTERS**
- T662 QUALIFY FOR OR STAND WATCH (IF OTHER THAN YOUR PRIMARY DUTY)**
- T663 ENSURE CONFORMANCE TO CLEANLINESS, APPEARANCE, SAFETY, AND OPERATIONAL STANDARDS THROUGH INSPECTIONS**

**Appendix D: Tasks Performed by at least 20%(\*) of GenURLs  
Paygrades O-4 to O-6**

(\*) Tasks appearing in bold print were performed by at least 40% of the group.

**SUPPLY/FISCAL/LOGISTICS**

- T1 DIRECT ACCOUNTING ACTIVITIES FOR CONTROL OF FUNDS AND  
PROPERTY IN ACCORDANCE WITH FEDERAL AND NAVAL ACCOUNTING  
PROCEDURES**
- T2 ADMINISTER IMPREST/NON-APPROPRIATED FUNDS**
- T3 RECORD AND CONTROL COMMITMENT, OBLIGATION, AND EXPENDITURE  
OF FUNDS**
- T4 PREPARE FINANCIAL REPORTS/FINANCIAL STATEMENT/FINANCIAL  
APPRAISALS**
- T5 MANAGE INTERNAL AND CONTRACT AUDITING**
- T6 REPRESENT COMMAND IN AUDITING PROCESS**
- T7 CONDUCT COST ACCOUNTING AND FINANCIAL/COST ANALYSIS**
- T8 IDENTIFY MONETARY DISCREPANCIES AND RECOMMEND APPROPRIATE  
FOLLOW-ON ACTION**
- T9 EVALUATE AND RECOMMEND APPROPRIATE ACTION BASED ON  
VALIDITY, RELIABILITY, AND RESULTS OF INTERNAL CONTROLS**
- T10 COORDINATE AND APPROVE ALLOCATIONS OF FUNDS TO  
PROGRAMS/ORGANIZATIONAL UNITS**
- T11 INTERPRET AND PREPARE BUDGETARY AND FISCAL LEGISLATION  
PROPOSALS**
- T12 PLAN AND ADMINISTER BUDGET OF ORGANIZATION**
- T13 ADMINISTER PROGRAMS RELATED TO SUPPLY/FISCAL RESOURCE  
MANAGEMENT AND AMANAGEMENT SYSTEMS**
- T14 OVERSEE PROCUREMENT AND SALE OF GOODS OR SERVICES**
- T15 DIRECT PURCHASE OF SUPPLIES AND EQUIPMENT**
- T19 DEVELOP REQUESTS FOR PROPOSAL AND CONTRACT SPECIFICATIONS**

- T20 MONITOR CONTRACT ADMINISTRATION, QUALITY ASSURANCE, AND PRODUCTION SURVEILLANCE
- T21 EVALUATE CONTRACTOR PERFORMANCE
- T22 APPROVE REQUISITIONS, BALANCE SHEETS, AND SUMMARIES
- T24 MAINTAIN MAJOR/MINOR PLANT PROPERTY INVENTORIES AND ACCOUNTS
- T26 STUDY SUPPLY PROBLEMS AND RECOMMEND CORRECTIVE PROGRAMS AND POLICIES
- T32 DIRECT PROCUREMENT OF TRAVEL RESERVATIONS AND ISSUE TRAVEL REQUESTS, MEAL TICKETS, AND SUBSISTENCE ALLOWANCES

#### GENERAL ADMINISTRATION

- T42 PROMULGATE INSTRUCTIONS, PUBLICATIONS, AND NOTICES
- T43 INTERPRET INSTRUCTIONS, PUBLICATIONS, AND NOTICES
- T44 MAINTAIN INSTRUCTIONS, PUBLICATIONS, AND NOTICES
- T45 COORDINATE PREPARATIONS FOR COMMAND INSPECTIONS
- T46 REVIEW INCOMING CORRESPONDENCE, MESSAGES, OR TASKINGS AND ASSIGN ACTION AS REQUIRED
- T47 MAINTAIN AND MONITOR A TICKLER SYSTEM
- T48 CONSOLIDATE INFORMATION AND PREPARE RESPONSES TO TASKINGS FROM HIGHER AUTHORITY
- T49 REVIEW COMPLETED WORK FOR ACCURACY, COMPLETENESS, AND CONFORMANCE TO ESTABLISHED STANDARDS
- T50 DIRECT MAINTENANCE OF CORRESPONDENCE FILES, SHIP'S FILES, OR CONTRACT FILES
- T51 PREPARE OR SUPERVISE PREPARATION OF ROSTERS AND DIRECTORY LISTINGS
- T52 CERTIFY TIME AND LEAVE RECORDS
- T53 DIRECT PROCEDURES PERTINENT TO PROCESSING DISPATCHES AND MAIL
- T54 CONTROL USE OF PROPER IDENTIFICATION NUMBERS ON RECORD CORRESPONDENCE

- T55    MANAGE ORGANIZATION OF RECORDS**
- T56    PLAN USE OF ORGANIZATIONAL ASSETS IN ACCORDANCE WITH  
WORKLOAD**
- T57    MAINTAIN MEETING AGENDAS AND MINUTES**
- T58    DRAFT LETTERS, REPORTS, AND PAPERS**
- T59    COMPILE BACKGROUND INFORMATION REQUIRED FOR DECISIONS BY  
SUPERIOR OFFICERS**
- T60    EXECUTE POLICIES PERTAINING TO RESERVE AUGMENTATION PROCESS**
- T64    PREPARE OR EDIT PUBLIC INFORMATION MATERIALS**
- T65    RESPOND TO OFFICIAL INQUIRIES (CONGRESSIONAL, WHITE HOUSE,  
SECRETARY OF THE NAVY, ETC.)**
- T66    ARRANGE PUBLICITY FOR PERSONNEL, EVENTS, AND ACTIVITIES**
- T67    REPRESENT THE NAVY BEFORE EDUCATIONAL AND CIVIC GROUPS**
- T68    ESTABLISH OR IMPLEMENT MEDIA OR COMMUNITY RELATIONS  
PROGRAMS**
- T69    DIRECT OR PARTICIPATE IN PROGRAMS TO DISSEMINATE  
INFORMATION OF INTEREST TO THE GENERAL PUBLIC AND MILITARY  
PERSONNEL**
- T71    PREPARE HISTORIES, NARRATIVES, MONOGRAPHS, AND OTHER  
STUDIES**

**PERSONNEL/MANPOWER**

- T81    DISSEMINATE PERSONNEL POLICY CHANGES**
- T82    COORDINATE AND SUPPORT SELECTION BOARDS**
- T83    COORDINATE OR SUPPORT COMMAND LEVEL PERSONNEL BOARDS  
(SAILOR OF THE YEAR, QUALIFICATION, COMMAND ADVANCEMENT  
PROGRAM, ETC.)**
- T84    COORDINATE AWARDS PROGRAMS**
- T86    PROCESS TRANSFER, SEPARATION, RETIREMENT, AND REENLISTMENT  
PACKAGES**
- T89    ADMINISTER TRAVEL REQUIREMENTS FOR ACTIVE DUTY, DEPENDENTS,  
AND SELRES**

- T90 ESTABLISH AND IMPLEMENT SYSTEMS FOR EFFECTING PROMOTIONS AND ADVANCEMENTS**
- T92 PREPARE AND MAINTAIN PERSONNEL MOBILIZATION PLANS AND PROCEDURES**
- T95 PREPARE OR REVIEW PERFORMANCE APPRAISALS (MILITARY OR CIVILIAN)**
- T96 ADMINISTER THE EMPLOYMENT AND DISCHARGE OF CIVILIAN EMPLOYEES**
- T97 ENSURE COMPLIANCE WITH LABOR REGULATIONS**
- T101 RECOMMEND ACCEPTANCE OR REJECTION OF APPLICANTS FOR OFFICER OR ENLISTED PROGRAMS**
- T106 RECOMMEND CHANGES IN MANPOWER AUTHORIZATIONS/BILLET CODING**
- T107 CONDUCT EFFICIENCY REVIEWS AND SPECIAL PROJECTS RELATED TO MANPOWER UTILIZATION**
- T109 IDENTIFY PROBLEMS MEETING PERSONNEL REQUIREMENTS, DETERMINE CAUSES, AND DEVELOP RECOMMENDED SOLUTIONS**
- T111 MAINTAIN AND ANALYZE MANPOWER AUTHORIZATIONS**
- T112 DETERMINE ACCURACY OF MANPOWER AUTHORIZATIONS AND ENSURE BALANCE WITH TOTAL ALLOCATIONS AUTHORIZED**
- T121 PREPARE BILLET/POSITION DESCRIPTIONS**
- T123 CONDUCT OR DIRECT PERSONNEL ADMINISTRATION/MANPOWER MANAGEMENT OF A NAVAL ACTIVITY**
- T125 DEVELOP, EVALUATE, AND IMPLEMENT POLICIES AND PLANS RELATING TO PERSONNEL ACTIVITIES**
- T127 ADMINISTER DISTRIBUTION OF OFFICER OR ENLISTED PERSONNEL**
- T131 PROMOTE FAMILY SERVICE CENTER (FSC) OR HUMAN RESOURCE MANAGEMENT (HRM) PROGRAMS**
- T133 DEVELOP AND IMPLEMENT EQUAL OPPORTUNITY (EO) POLICIES AND PROGRAMS**
- T134 MONITOR EO CLIMATE AND CONDUCT INSPECTIONS OF EO PROGRAMS**
- T135 MONITOR AND ASSIST IN INVESTIGATIONS OF DISCRIMINATION/HARASSMENT COMPLAINTS**

- T136 ESTABLISH AND SUPERVISE DRUG AND ALCOHOL OR OBESITY EVALUATION AND COUNSELING, REFERRAL, AND EDUCATION PROGRAMS
- T139 MAINTAIN REFERRAL LINES TO PROFESSIONAL COUNSELING SERVICES (SUBSTANCE ABUSE, FINANCIAL MANAGEMENT, DOMESTIC VIOLENCE, EMPLOYMENT, ETC.)
- T149 ADMINISTER OR SUPPORT COMMAND OR AREA INDOCTRINATION PROGRAM
- T150 PROVIDE EDUCATIONAL COUNSELING, SERVICES, AND INFORMATION TO ASSIGNED PERSONNEL
- T151 DIRECT DEVELOPMENT OF TRAINING CURRICULA, STANDARDS, METHODS, AND EDUCATIONAL MATERIALS

#### EDUCATION/TRAINING

- T156 PREPARE LECTURES, OUTLINES, OR ASSIGNMENT SHEETS
- T157 ORGANIZE AND CONDUCT CLASSES, LECTURES, DEMONSTRATIONS, AND SEMINARS
- T161 EVALUATE EFFECTIVENESS OF CURRICULA
- T173 ADMINISTER MILITARY OR CIVILIAN PERSONNEL TRAINING PROGRAMS

#### SECURITY/LEGAL

- T178 INVESTIGATE ACCIDENTS, ANALYZE CAUSES, AND SUBMIT REPORTS TO COGNIZANT AUTHORITIES
- T179 DEVELOP AND PROMULGATE COMMAND PROCEDURES FOR THE SECURITY OF CLASSIFIED MATERIAL
- T180 ADMINISTER A PROGRAM FOR THE CLASSIFICATION, UPGRADING, DOWNGRADING, DECLASSIFICATION, AND DESTRUCTION OF CLASSIFIED INFORMATION
- T181 PROVIDE FOR PROCUREMENT, SAFEGUARDING, AND REPORTING OF REGISTERED PUBLICATIONS
- T182 ADMINISTER PERSONNEL SECURITY CLEARANCE PROGRAM
- T184 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN PERSONNEL SECURITY MATTERS
- T186 DISPOSE OF CLASSIFIED MATERIAL AS AUTHORIZED OR DIRECTED



- T187 DEVELOP AND IMPLEMENT COMMAND PHYSICAL SECURITY PLAN
- T188 CONDUCT PHYSICAL SECURITY INSPECTIONS/DRILLS
- T194 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN MATTERS OF LEGAL ADMINISTRATION
- T195 IMPOSE PUNITIVE AND ADMINISTRATIVE DISCIPLINARY MEASURES (NONJUDICIAL PUNISHMENT (NJP), EXTRA MILITARY INSTRUCTION (EMI), ETC.)
- T196 INITIATE OR PROCESS PERSONNEL INVESTIGATIONS, ADMINISTRATIVE PROCEEDINGS, AND DISCIPLINARY ACTIONS
- T197 ADVISE AND ASSIST IN THE ADMINISTRATION OF NAVAL DISCIPLINARY POLICY
- T199 PREPARE LETTERS REGARDING ADMINISTRATIVE DISCIPLINARY ACTIONS (CENSURE, REPRIMAND, ADMONITION, CAUTION, ETC.)

#### FACILITIES

- T269 CONTROL ALLOCATION AND ASSIGNMENT OF SPACE, EQUIPMENT, AND QUARTERS
- T270 SUPERVISE THE CONSERVATION OF UTILITIES AND ENERGY

#### COMMUNICATIONS/ADP

- T506 PREPARE OR SUPERVISE PREPARATION OF MESSAGES
- T509 PROVIDE FOR PHYSICAL SECURITY OF MESSAGES
- T510 ENSURE STRICT ACCOUNTABILITY OF MESSAGE RELEASING AUTHORITIES
- T551 MANAGE ADP SYSTEM SECURITY PROGRAM FOR ORGANIZATION

#### STAFF

- T602 PROVIDE INPUT REGARDING HYPOTHETICAL SITUATIONS TO ASSIST IN POLICY DECISION MAKING
- T603 COORDINATE WORK EFFORTS OF STAFF AND ENSURE COMPLETED STAFF WORK IS SUBMITTED
- T605 COORDINATE CONFERENCES OR VISITS, OR ESCORT VIPS
- T609 PREPARE OR PRESENT COMMAND, INFORMATION, OR DECISION BRIEFINGS

- T611 DIRECT PRODUCTION OF BRIEFING GRAPHICS AND VISUAL EFFECTS
- T612 OVERSEE PREPARATION AND IMPLEMENTATION OF TRAINING SCHEDULES AND EXERCISES
- T623 CONDUCT CONTINUOUS APPRAISAL OF EXISTING STAFF POLICY AND RECOMMEND CHANGES AS NECESSARY
- T628 REVIEW AND TAKE ACTION ON REPORTS FROM INSPECTION AGENCIES

LEADERSHIP

- T647 TRAIN SUBORDINATES TO TAKE INITIATIVE
- T648 DEVELOP SKILLS OF SUBORDINATES
- T649 MOTIVATE SUBORDINATES THROUGH POSITIVE FEEDBACK
- T650 BRIEF ORGANIZATION ON ITS STRENGTHS AND WEAKNESSES
- T651 MAKE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES
- T652 RESOLVE CONFLICTS AMONG SUBORDINATES
- T653 ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWLY-ASSIGNED PERSONNEL
- T654 ESTABLISH ORGANIZATIONAL GOALS AND OBJECTIVES
- T655 PROVIDE POSITIVE COUNSELING FOR MEMBERS WHO ARE PERFORMING WELL
- T656 SEEK WAYS TO AVOID CRISIS MANAGEMENT
- T657 ESTABLISH, REVISE, OR APPROVE STANDARD OPERATING PROCEDURES FOR ORGANIZATION
- T658 INFORM COMMANDER/COMMANDING OFFICER OF PEOPLE PROBLEMS
- T659 CHECK WITH OTHERS TO ENSURE QUALITY OF SUBORDINATES WORK
- T660 DETERMINE THE LEVEL AT WHICH DECISIONS ARE MADE
- T661 COUNSEL SUBORDINATES ON PERSONAL MATTERS
- T662 QUALIFY FOR OR STAND WATCH (IF OTHER THAN YOUR PRIMARY DUTY)
- T663 ENSURE CONFORMANCE TO CLEANLINESS, APPEARANCE, SAFETY, AND OPERATIONAL STANDARDS THROUGH INSPECTIONS